KNOWLEDGE ENHANCEMENT EVENTS:
PRIVATE SECTOR ECONOMIC RESILIENCY &
RESTORATION – PART 2

AFTER ACTION REPORT

SOUTH METRO FIRE AUTHORITY

CENTENNIAL, COLORADO

MAY 15, 2012

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14. ABSTRACT
The Private Sector Economic Recovery & Resiliency Knowledge Enhancement Working Group Session II discovered private and public sectors are not aligned in their disaster recovery planning. Greater communication and planning between groups is necessary to strengthen the ability of communities to recover their economies quickly following an event. The event sought to identify and define business and community requirements, policy issues, and financial resources necessary for economic resiliency following a large-scale incident that affects a wide urban area. The participants included representatives from multiple public agencies and area businesses. Breakout groups discussed the notion that communication is the biggest obstacle during a recovery; where do businesses go for complete, accurate information to assist in their recovery? How will that information be presented (internet, reader boards, twitter, and etc.)? Who do they trust to give the needed information?

15. SUBJECT TERMS
WARRP, Private Sector, Economic Recovery, Resiliency

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1.0 Executive Summary

This After Action Report (AAR) was developed following the Private Sector Economic Resiliency & Restoration – Part 2 which occurred on May 15, 2012 at the South Metro Fire Authority, in Centennial, Colorado. This AAR incorporates information from recorder notes, including questions, comments, recommendations, and includes information from the feedback forms.

The Private Sector Economic Resiliency & Restoration Knowledge Enhancement Working Group (KEWG) is the second of two working groups focusing on this topic. The private and public sectors are not aligned in their disaster recovery planning. Greater communication and planning between these groups is necessary to strengthen the ability of communities to recover their economies more quickly following an event.   This event sought to identify and define business and community requirements, policy issues, and financial resources necessary for economic resiliency following a large-scale incident that affects a wide urban area.   The participants included representatives from multiple public agencies and area businesses.

American Red Cross (ARC) representative, Troy Staples, presented the American Red Cross, Ready Rating Program. The program is a free, web based tool companies can use to assess their readiness. Mr. Staples and WARRP Local Program Integrator, Garry Briese then presented the findings from the downtown Denver case study. The study findings were disappointing in that they confirmed very few small businesses are reacting to the preparedness message. More positively, larger businesses with multiple locations are making plans for disaster events.

Guest speaker, Glen Helton, is senior vice president of North American company operations for Burger King Corporation (BKC). He is responsible for all operations and strategic reimaging efforts of U. S. and Canadian company-owned restaurants.   At the time of Hurricane Katrina, Mr. Helton owned 206 Burger King Franchises of which 115 were affected by the storm.   He shared with participants his story and lessons learned. Mr. Helton then stayed to participate in the workshop breakout sessions.

During the afternoon participants broke into groups to discuss the expectations each group has of the other and then developed action items to accomplish those expectations. Details of those discussions are summarized in the tables that follow. In general, the groups felt communication is the biggest obstacle during a recovery; where do businesses go for complete, accurate information to assist in their recovery? How will that information be presented (internet, reader boards, twitter, and etc.)? Who do they trust to give the needed information?

The group agreed that further discussion and planning is needed to ensure the economic resiliency of Denver. Participants enjoyed the guest speakers and were thoroughly engaged in the discussion points.

The WARRP Framework Writing team will incorporate findings from this report into the Denver UASI and State of Colorado All-Hazards Regional Recovery Framework with CBR Annexes as part of the Wide Area Recovery and Resiliency Program (WARRP).

> *The content of this After Action Report represents the best efforts of the participants based on the information available at the time of publication, but is not intended to convey formal guidance or policy of the federal government or other participating agencies. The views and opinions expressed herein do not necessarily state or reflect those of their respective organizations or the US Government.*

2.0 Background

The Departments of Defense and Homeland Security, in close coordination with the Denver Urban Area Security Initiative (UASI), have partnered to establish the Wide Area Recovery and Resiliency Program (WARRP). The purpose of this collaborative program is to study, develop and demonstrate frameworks, operational capabilities and interagency coordination, enabling a timely return to functionality and re-establishment of socio-economic order and basic services through execution of recovery and resiliency activities, as applicable. This program will explore a coordinated systems approach to the recovery and resiliency of wide urban areas, including meeting public health requirements and restoring all types of critical infrastructure, key resources (both civilian and military) and high traffic areas (transit/transportation facilities) following a chemical, biological or radiological (CBR) incident.

3.0 Goal & Objectives

Goal
The goal of this KEWG was to advance the understanding of private sectors' priorities and expectations of public sector agencies in a wide area urban disaster, identify an acceptable decision process during recovery, and define what post-disaster incentives would be most beneficial to the private sector economic recovery.

Objectives
- Develop the business/community requirements for economic resiliency
- Define the infrastructure, supply/service chain capability, financial, structural and policy issues that must be addressed post-disaster
- Strategize on policies and procedures needed to enhance and accelerate economic recovery
- Identify financial resources that are available

4.0 Scope & Format

Scope
Perhaps the most significant enhancement to the long-term recovery of a community after a catastrophic disaster, either natural or man-made is the resiliency of the community's economy. This workshop sought to bring together community members from multiple public sector agencies and community business leaders to discuss expectations of each group from the other, post-catastrophe.

Format
The workshop was held on May 15, 2012. For additional information on format, see Annex A – Agenda. Participants from various organizations attended and are listed in Annex B – Participants. Feedback was captured using a standard feedback form and a summary of workshop findings are found in Annex C –

Participant Feedback. For information on the planning team, or to get more information on this after action report, see Annex D – Key Points of Contact.

Additional information about the American Red Cross, Ready Rating Program can be found in Annex E and Frequently Asked Questions (FAQ) in Annex F.

5.0 Key Discussion Areas & Outcome

This event was the second part of two Knowledge Enhancement Working Groups focused on Private Sector Economic Resiliency and Restoration. It is imperative that local, regional and state emergency managers and representatives from private sector businesses and organizations work together to examine key issues related to economic resiliency and recovery. This working group brought together multi-interests, private and government, to help identify key elements of the working relationship necessary between these sectors to return the affected areas economy after a wide area incident.

Garry Briese, Denver Area WARRP Local Program Integrator, opened the day with a brief overview of WARRP. Participants introduced themselves and the program was turned over to Jim Blair, who provided a review of the first Private Sector Economic Resiliency & Restoration KEWG which featured guest speaker Savannah Curtin, Target Corporation, Ms. Curtin introduced the concept of "value proposition" in her presentation of Targets' corporate preparedness model and their Corporate Command Center.

Troy Staples from American Red Cross introduced the American Red Cross Ready Rating Program and explained his partnership with the Denver Area WARRP to complete a preparedness case study prior to this workshop using a downtown Denver building as the sample. Tenants were asked, by the building management to complete the American Red Cross Ready Rating Program to assess their readiness for disaster. The program is a free, web-based program used to assess a business's readiness for a disaster event. The website includes an emergency response planner tool, peer comparison reports and a resource center. The study results were indicative of the level of preparedness in the Denver community. Many large businesses with multiple locations have robust continuity of business plans for an event that may disrupt revenue; very few mid-sized and even fewer small businesses conduct emergency management or continuity of business planning.

In discussions following the presentation Garry Briese pointed out that in Denver the five largest employers employ 14% of the entire population. He proposed the question; *would preparedness messaging be more successful if it focused on critical mass?* Participants commented that preparedness information is pushed out, however language used in the public sector is unfamiliar to the private sector, and there is a general feeling that government and insurance companies will rescue private sector businesses.

The featured speaker, Glen Helton, Vice President of Operations for the Burger King Corporation, captivated the participants with his eloquent story of struggle and triumph after Hurricane Katrina's devastation to New Orleans. Mr. Helton owned 115 Burger King Restaurants affected by the hurricane. After making sure his family was secure, Mr. Helton's next priority was to be supportive to his 3,500 employees. His first step was to communicate with his employees, via a call center, where he learned that all employees had survived the storm but many had left the area. He made all employee wages available by setting up a payroll system through Western Union. This system allowed employees to pick up their payroll checks anywhere in the country. Mr. Helton preserved inventory-on-hand with ice gathered from ice machines stockpiled in walk-in coolers, rented two fifteen passenger vans to transport available employees back and forth, and subsidized temporary housing for employees. These actions allowed him to be the second restaurant in the area to open (the first cooked hamburgers on a charcoal grill for $10 each). Ten restaurants in the affected areas reopened quickly. Restaurants tripled their revenue during this period with sales volume, prices were not increased. Mr. Helton felt Burger King participated in the recovery by supporting the community with jobs and food for responders.

Burger King also became a center of communication by posting recovery information from FEMA and Red Cross on reader boards.

Mr. Helton shared his lessons learned from the experience:
- Have a plan to communicate with your employees
- Know where your employees are going and how to contact them at their temporary location
- Protect key assets
- Remember that you are a citizen of the community and your actions during the storm will follow you long after the storm
- The trucks carrying the ice and water are more important than the ice and water!
- Strategically place generators/recovery provisions
- Make provisions to return the affected population to the area after the storm
- Prepare ahead of the storm

In closing, Mr. Helton concluded, that *communication between businesses, response agencies, and government post-disaster is essential to recovery efforts*. *Other key needs are infrastructure access, cash flow, and energy*. Mr. Helton left the group with an unforgettable comment, "I got help that I didn't ask for, but not the help I needed."

Participants of the KEWG were broken into three groups to discuss public and private sector expectations of each other during recovery. The results are in the tables that follow.

Table 1 - Key Discussion from Breakout Session One

Category	Discussion Items	Recommendations
Private Sector Expectations	What does the private sector expect from emergency managers/government agencies during recovery?	• Centralized point of communication (conference calls, 211/311 for business information, twitter) • Functioning Infrastructure • Common language (i.e. business does not speak ICS) • Collaboration before an incident so business understands the reasoning behind decisions/policies • Available workforce • Housing • Security • Business Recovery Center
	What are your (business) expectations of government assistance if your business is not prepared?	• Infrastructure • Property protection • Communication/information • Essential services • Adjust regulations to facilitate business growth • Communication vessel • Public health information
Emergency Managers	How can emergency managers work to make preparedness easier for businesses?	• Single source of information • Media campaign to promote preparedness • Ready Rating Program • Provide incentives to make time spent worth the time of business • Sell preparedness as a business opportunity • Better define the preparedness message • Exercise opportunities • Approved vendor list • Business briefings

Government	What do government agencies currently provide?	• Information funneling • Communication • Infrastructure (immediate clearing) • Essential services • Facilitation • Relaxed regulations • Public Health • Fill in the gaps • Financial resource information
Private Sector Resources	Where/who do businesses go to for answers during recovery?	• Preference from business would be state and local agencies • Pre-established relationships between government and businesses prior to disaster • First rule of most businesses is to do what they have to do to stay in business and ask for forgiveness later • Question to public sector: Who will get limited resources- larger corporations who have preparedness plans or smaller companies without plans?

Table 2 - Key Discussion from Breakout Session Two

Category	Discussion Items	Recommendations
How Government Can Improve	Action Items for Government Agencies:	• Scalable recovery structure • Communication (recovery plan) made available to business written in business language • Identifying critical infrastructure • Identify cornerstone industries (Coney Island hot dog stand in Conifer) • Define processes for government support • Training • Use SBA to facilitate preparedness conversation
Private Sector	Action Items for Business:	• Internal Communication Plan • Mutual-use agreements • Incentives to prepare COOP • Stimulate business to government and business to business dialogue
Private Sector	Business preparedness plans are vital to their own recovery	• Continue reaching out to the private sector with case studies and success and success stories to reiterate the importance of a plan for recovery • Ensure that business leaders in every area know that short term recovery is vital to long term recovery
Policy	How Public Sector can Expedite the recovery of the Private Sector?	• Loosen Regulations • Have development plans in place ahead of time • Regulatory agencies, zoning and planning should all be on the table
Infrastructure	Vital to recovery of businesses in Private Sector:	• Immediate repair of infrastructure • Have plans in place ahead of time • Ensure utility companies are at the recovery table

6.0 Conclusion

Private Sector Economic Resiliency & Restoration – Part 2, Knowledge Enhancement Working Group reaffirmed the need to aggressively pursue collaboration between public and private sectors. How the public sector should approach this collaboration is still unresolved. Guest speakers Savannah Curtin, The Target Corporation, Private Sector Economic Resiliency & Restoration – Part 1, and Glen Helton, Burger King Corporation, Private Sector Economic Resiliency & Restoration – Part 2, each presented evidence that businesses can profit by being prepared for disaster.   Ms. Curtin and Mr. Helton also addressed the important role business plays in the economic and emotional healing (sense of normality) of a community. Participants agreed that communication, infrastructure, and policy are a necessary role of the public sector and internal communication and pre-planning are important to the economic recovery of the private sector. The groups did not solve the dilemma of bringing the two sectors to the same table all agree that there is need to continue this discussion.

Annex A – Agenda

|	
08:00 – 8:30	Registration
08:30 – 08:50	Welcome: Introductions, Introduce Framework Garry Briese
08:50 – 09:00	Recap of Private Sector Economic Resilience Part 1 Jim Blair
09:00 – 09:30	Case Study – Challenges & Complexities of Private Sector Preparedness Troy Staples/George Sullivan American Red Cross Garry Briese Denver WARRP
09:30 – 10:30	Guest Speaker – Glen Helton VP Operations Burger King Corporation
10:30 – 10:45	Break
10:45 – 11:45	Breakout Session 1 What do Emergency Managers Expect from the Private Sector in disaster recovery? What does the Private Sector expect from Emergency Management during recovery?
11:45 – 01:00	Lunch
01:00 – 01:15	Report Out
01:00 – 02:00	Panel Discussion
02:00 – 03:00	Break Out Session 2 Next steps for successful Public/ Private Sector Collaboration?
03:00 – 03:15	Report
03:15 – 03:30	Summary and Closing Remarks

Annex B –Participants

| Last Name	First Name	Organization
Alexander	Daniel	FEMA, Region 8
Anderson	Pony	Disaster Management Institute & Center for Simulation
Blair	Jim	Integrated Risk Management Solutions, LLC
Bluhm	Carolyn	Denver OEMHS
Briese	Garry	Cubic Applications, Inc.
Bukartek	Justin	UC-Denver Emergency Management Concentration
Chapman	Matt	Aurora OEM
Colton	Gary	SBA Office of Disaster Assistance FOC W
Comfort	Michael	Comfort Western Enterprises
Crowley	Mark	Salem Media of Colorado
DiPaolo	Elizabeth	Cubic Applications, Inc.
Finehout	Jason	CDEM
Franco	Crystal	Center for Biosecurity of UPMC
Franco	Dave	Sandia National Laboratories
Greenhouse	David	Red Cross and Dell Services
Gregorek	Christine	SRA International
Heikkila	Mark	Integrity Electrical Solutions, LLC
Hollister	Greg	Energy Planning Consultants
Huffman	Steve	Rainbow International of Northern Colorado
Hunt	Elbert	Colorado Department of Transportation
Jacobs	Eric	State of Colorado
Kistner	Robert (Bob)	Energy Planning Consultants, Inc.
Leach	Merrie	Boulder Office of Emergency Management
Lewis	Liberty	SBSA
Miller	Jason	Advantage Security Inc.
Mower	John	Cubic Applications, Inc.
Wolfe	Teri	Cubic Applications, Inc.
Root	Darrell	Lockheed Martin
Spenser	Teresa	HIS Inc.
Steinhour	LeeAnn	Cubic Applications, Inc.
Staples	Troy	American Red Cross
Tolbert	Bill	COVOAD
Williams	Pat	Denver OEM

Annex C – Participant Feedback

Working Group Was Valuable Use of Time
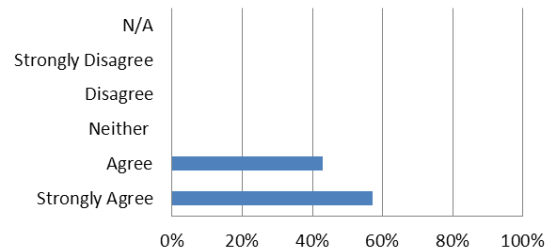
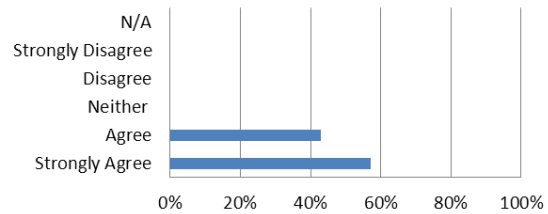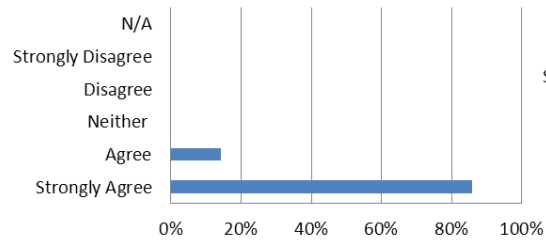### Working Group Expanded Professional Network
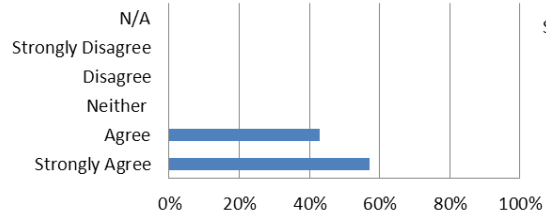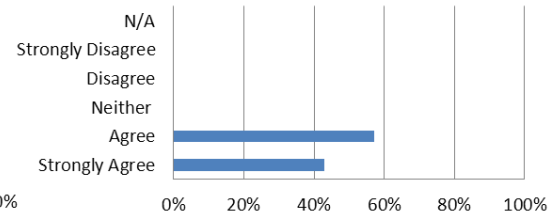

Facilities Contributed to Success
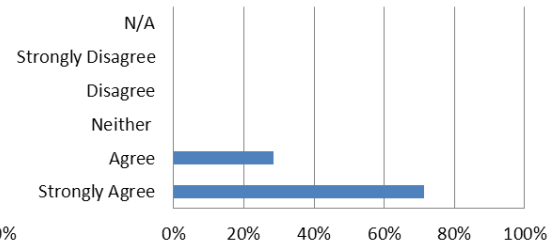
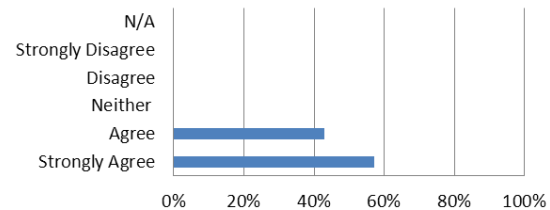### Working Group Increased Awareness of CBR Incident

Professional Staff

Recommend WARRP Working Groups to Colleagues

Learned Something New From Working Group

Working Group Identified & Addressed Relevant Issues
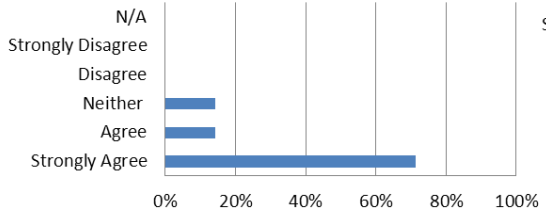
Working Group Met Expectations

13
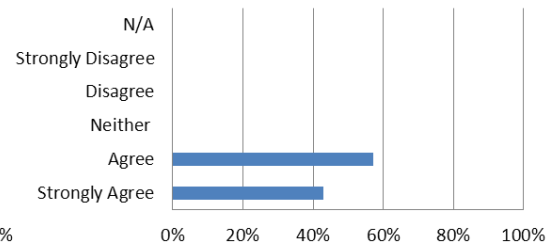
Annex D – Key Points of Contact

Planning Team

Jim Blair, Integrated Risk Management Solutions, LLC.
Garry Briese, Cubic Application, Inc.
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Troy Staples, American Red Cross
Lee Ann Steinhour, Cubic Application, Inc
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For questions about this report, contact:

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Annex E – Red Cross Ready Rating Program

Red Cross Ready Rating™ Program

The Ready Rating program has been recognized by preparedness experts as the much needed, easy to understand and not intimidating solution for helping an organization take the steps to become prepared to respond to and successfully recover from a disaster and other emergency. We know that every business will face some form of disaster at some time. Those businesses who have prepared will be in a much better position to prevent a serious disruption of their operations. Additionally, those prepared businesses will be able to recover in a more cost-efficient, timely manner because much of the initial recovery requirements and resources have already been identified. This means that those businesses that can recover faster will attract more customers and draw business away from a competitor who has not resumed operations. This can have far-reaching consequences for an unprepared business, beyond just the loss of real dollars. Potential future sales lost and even a negative perception by customers can all lead to loss of market share. Often market share loss can be many times greater in value than the actual real dollars. Conversely, a well-prepared company with a business continuity plan may have some additional benefits:

- Increased Investor Confidence
- Favorable public opinion
- Better insurance rates
- Better loan rates
- Higher customer loyalty (you were there when your customers needed you)
- More efficient recovery means lower cost due to fewer wasted dollars
- Better employee loyalty (you cared enough to help them prepare)
- Reduce financial and legal liabilities

A business with a healthy business continuity plan and program to support it will have a decisive advantage over an unprepared rival in the competitive marketplace. Disasters create opportunity for those who are prepared. By having a more resilient business you will be keeping jobs, services and products in the community, along with the needed tax dollars.

"In an emergency we are all first responders. We are happy to support the Red Cross and its many local partners in their preparedness efforts to make our community safer."

-John W. Hickenlooper, Governor of Colorado

Contact: Troy Staples
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Office: 303-7227474

Annex F – Ready Rating Program FAQ

Frequently Asked Questions About the Ready Rating Program.

Does it cost money to be a Red Cross Ready Rating Member?

Answer: No, there is no cost for membership. Members are only financially responsible for costs incurred to improve their preparedness.

What is the purpose of the Red Cross Ready Rating program?

Answer: The Red Cross Ready Rating program provides a framework designed to: 1) Help businesses, organizations, and schools become prepared for emergencies; 2) Help increase the level of preparedness among individuals and families; and 3) Encourage businesses, schools and organizations to help their local communities prepare for emergencies.

Aren't there already a lot of emergency preparedness programs out there? What's different about this one?

Answer: This program does more than provide useful emergency preparedness information. The Ready Rating 123 Assessment and Membership Seal make emergency preparedness measurable and visible, bringing concrete elements to an expansive framework. Additionally, the American Red Cross can provide a number of services to enhance emergency preparedness efforts that your organization undertakes.

What is the purpose of the Ready Rating Seal?

Answer: The Ready Rating Seal is a visible statement that a member organization, business or school has committed to improving their level of preparedness by participating in the Ready Rating program. In adherence with Red Cross guidelines, members can also publicly display the Ready Rating Seal to show their commitment to preparedness.

Can anyone become a member of the program?

Answer:
Any business, school, or organization who is committed to improving their emergency preparedness is welcomed and encouraged to join the Ready Rating program.

Why do you think this program will be effective?
Answer: The Red Cross employed a powerful combination of research and practical experience to create a program to address the important components of preparedness. The

Ready Rating program not only provides members with helpful information -- it also recognizes members for their efforts.

Why is the Red Cross taking the lead on this?

Answer: For over 125 years, the American Red Cross has responded to emergencies both large and small, and helped people prepare for them through education and training programs. The Red Cross continuously builds on its experience to proactively deal with emergencies and disasters; this program is a step forward in our ongoing efforts.

Why is there a need for this new program now?

Answer: The American Red Cross' most recent research shows that more than half of Americans say they don't feel prepared for an everyday emergency, let alone a catastrophe. Because emergencies can happen at any time, there is a constant need to prepare for emergencies.

Is the Red Cross a government agency?

Answer: No. The American Red Cross is not a government agency and depends on the efforts of thousands of volunteers and donors to provide a wide range of community support services, including disaster relief, First-Aid, CPR/AED and water safety training, services to military personnel, international services and support for blood services.

I am not sure which category best fits my organization, Businesses and Organizations or Schools. Which one should I choose?

Answer:
The assessment for Businesses or Organizations will be most useful for groups who need to care for employees or workers in an emergency situation. These groups include factories, retail stores, municipalities, etc.
The assessment for schools will be most useful for groups who need to include youths and parents in their emergency plans. These groups include day care centers, elementary schools and high schools.

For further questions please contact;

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Annex G – Acronyms

After Action Report (AAR)
American Red Cross (ARC)
Burger King Corporation (BKC)
Chemical, Biological, Radiological (CBR)
Common Operating Picture (COOP)
Department of Homeland Security (DHS)
Department of Defense (DoD)
Federal Emergency Management Agency (FEMA)
Interagency Biological Restoration Demonstration (IBRD)
Incident Command System (ICS)
Knowledge Enhancement Working Group (KEWG)
Point of Contact (POC)
Science and Technology (S&T)
Urban Area Security Initiative (UASI)
Wide Area Recovery & Resiliency Program (WARRP)